MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2016/2017

BMG 1814 – MANAGEMENT

(Distance Education)

11 OCTOBER 2016
2.30 P.M. – 4.30 P.M
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **6 pages** (not inclusive the cover page) with Section A (20 Multiple Choice Questions) and Section B (3 essay questions)

2. Attempt ALL questions.

   Section A is worth 40 marks (please shade the MCQ sheet provided).
   Section B is worth 60 marks (please write all your answer in the Answer Booklet provided).

3. Total marks of this examination paper is worth 100 marks. This final examination is worth 50 marks of your grade in this course.

PART A: MULTIPLE CHOICE (40 marks)

Part A is to be answered on the multiple-choice answer sheet that will be distributed by the invigilators. You do not need to write anything in the Answer Booklet. **Read each of the items below carefully and then indicate the most appropriate response on the multiple-choice answer sheet.** (2 marks for each correct answer, for a total of 40 marks)

1. An individual who works with and through other people by coordinating their work activities in order to accomplish organizational goals is _____.
   A) an assembly line worker
   B) a laborer
   C) a manager
   D) a salesperson

2. When a manager attempts to make sure that a subordinate's action move the company toward the achievement of its goals, what function is that manager performing?
   A) Planning
   B) Organising
   C) Leading
   D) Controlling

3. The final step in the decision-making process is to _____.
   A) determine the criteria for the next decision
   B) analyze the process of allocating weights to the decision criteria
   C) evaluate the outcome of the decision
   D) implement the chosen alternative

4. When managers make decisions that are rational but limited by their ability to process the information, they are following the concept of _____.
   A) cognitive decision making
   B) bounded rationality
   C) escalation of commitment
   D) intuitive decision making

5. Which of the following factors is an economic component of an organization's external environment?
   A) The employees of the organization have, on average, 2.3 children.
   B) The average customer of a firm has a high school education.
   C) The firm's customers' yearly disposable income falls in the range of RM70, 000 - RM100, 000.
   D) Most of the firm's customers live in Klang, Selangor.

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6. When a firm advertises that it only uses recycled paper products, it is _____.
A) meeting its social obligation
B) meeting its social screening requirements
C) being socially responsive
D) following ISO 9000 standards

7. Single use plans include of:
A) programs, projects and budgets
B) policies, procedures and budgets
C) rules, project and policies
D) rules, budget and policies

8. The line of authority that extends from upper organizational levels to lower levels, clarifying who reports to whom, is known as the _____.
A) employee power distance
B) unity of command
C) span of control
D) chain of command

9. Which of the following steps in the human resource management process identifies and selects competent employees?
A) orientation and training
B) human resource planning and recruitment
C) compensation and benefits
D) planning and performance management

10. An assessment that defines jobs and the behaviors necessary to perform them is known as a _____.
A) job description
B) job specification
C) job preview
D) job analysis

11. If human resource planning shows a surplus of employees, management can reduce the organization's workforce through _____.
A) recruitment
B) decruitment
C) increased workweeks
D) reduced job sharing

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12. _____ is a performance measure of both the efficiency and effectiveness of employees.
A) Employee productivity
B) Organizational citizenship behavior
C) Job satisfaction
D) Employee morale

13. The _____ component of attitude is based on emotions.
A) cognitive
B) behavioral
C) affective
D) spiritual

14. Mary dislikes having to convince prospective customers to buy products that she believes are inferior to others in the market. However, she has sales targets for all products, superior or otherwise, that she must meet in order to receive her commission. Although Mary tries to meet the target sales for all products, she is torn between her beliefs and the actions she must take. This inconsistency or incompatibility is known as _____.
A) negative feedback
B) difficult objectives
C) cognitive dissonance
D) management by objectives

15. Which of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?
A) authoritarian style
B) autocratic style
C) democratic style
D) laissez-faire style

16. According to the Ohio State studies, _____ refers to the extent to which a leader is likely to define and shape his or her role and the roles of group members in the search for goal attainment.
A) people orientation
B) production orientation
C) initiating structure
D) consideration

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17. Research by Fiedler uncovered three contingency dimensions that define the key _____.
A) situational factors for determining leader effectiveness
B) follower factors for determining leader effectiveness
C) leader behavior factors for determining leader effectiveness
D) situational factors for determining follower effectiveness

18. Which of the following sources of information for measuring performance is subject to personal biases, time consuming, and obtrusive?
A) oral reports
B) personal observations
C) statistical reports
D) written reports

19. Managers should use subjective measures when _____.
A) work activities cannot be expressed in quantifiable terms
B) work activities are critical to the organization
C) organizational processes and activities are complex
D) employee attitudes are at stake

20. Following a customer complaint, ABC Mfg. formed a problem solving team to find out why the system was producing unacceptable parts and make a recommendation to fix it. This is an example of _____.
A) delayed corrective action
B) immediate corrective action
C) basic corrective action
D) preventive corrective action

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SECTION B (60 marks): Answer ALL questions. Write your answers in the answer booklet provided.

Question 1 (20 marks)

a) Briefly discuss the difference between efficiency and effectiveness. Illustrate a workplace example to differentiate both terms.

(10 marks)

b) Describe work specialization.

(4 marks)

How does specialization affect productivity?

(6 marks)

Question 2 (20 marks)

a) Explain in detail organizational change agents.

(5 marks)

b) Discuss the three types of change and its causes.

(15 marks)

Continued ...

Question 3 (20 marks)

a) List the seven elements of the communication process by drawing the interpersonal communication process diagram.

(10 marks)

b) Explain the process of interpersonal communication.

(10 marks)

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